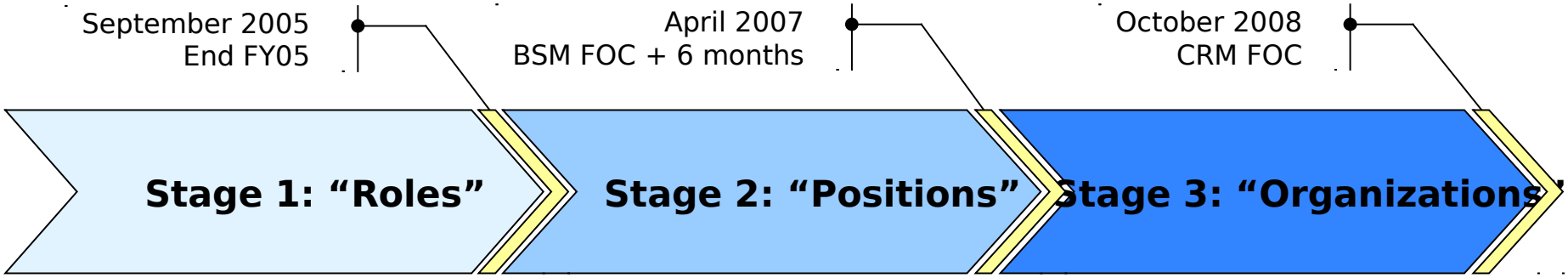
CRM Vision: Where do we want to go?

People: Overview



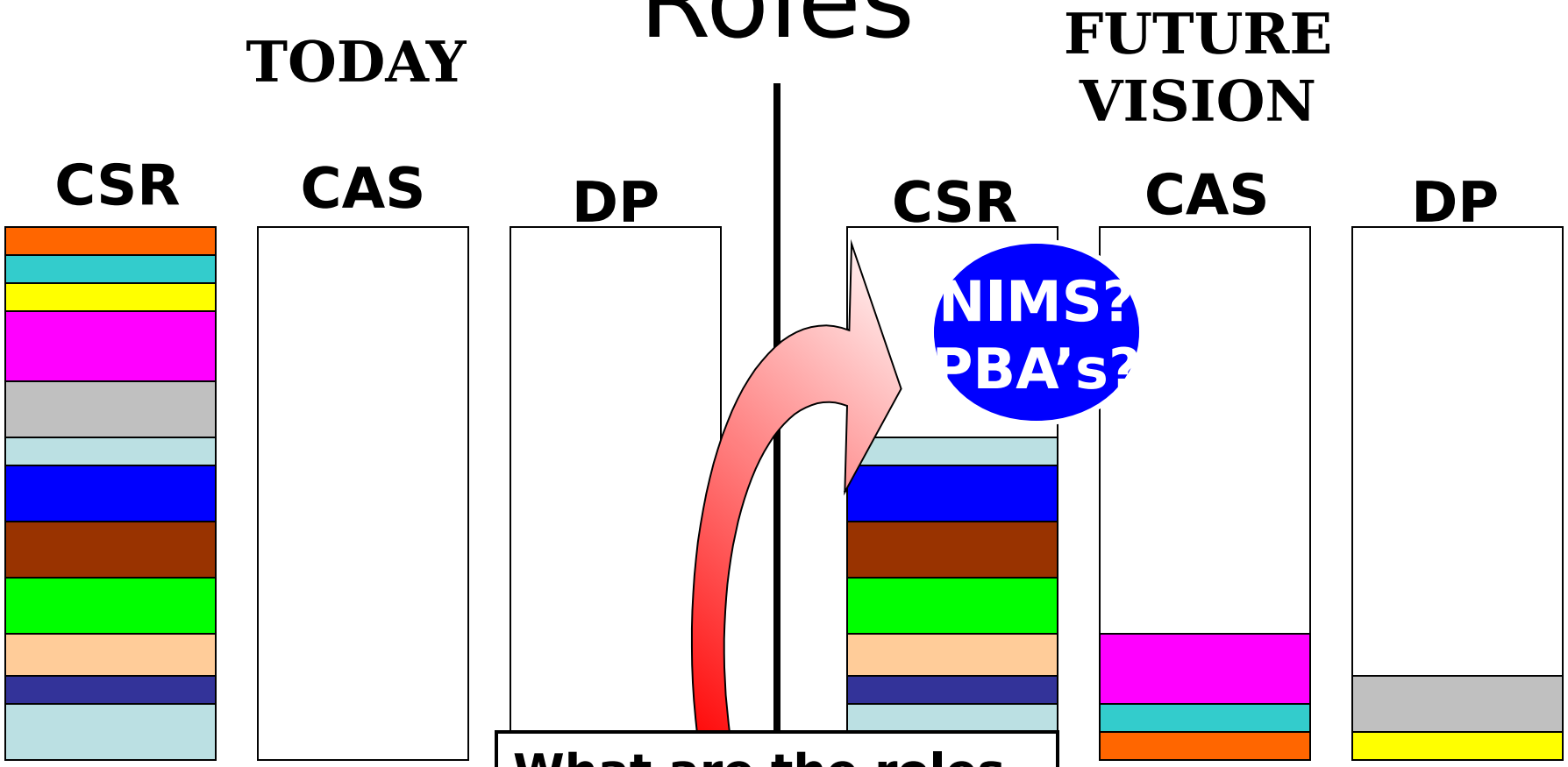
- Work within existing positions and add new roles as required
- Standardize roles across Field Activities and HQ

- Redefine and / or map existing, customer-touching roles to new, standardized positions in Field Activities and HQ
- Maintain existing organizational structure

- Expand organizational structure for marketing and sales functions within DLA
- Create new reporting relationships as appropriate

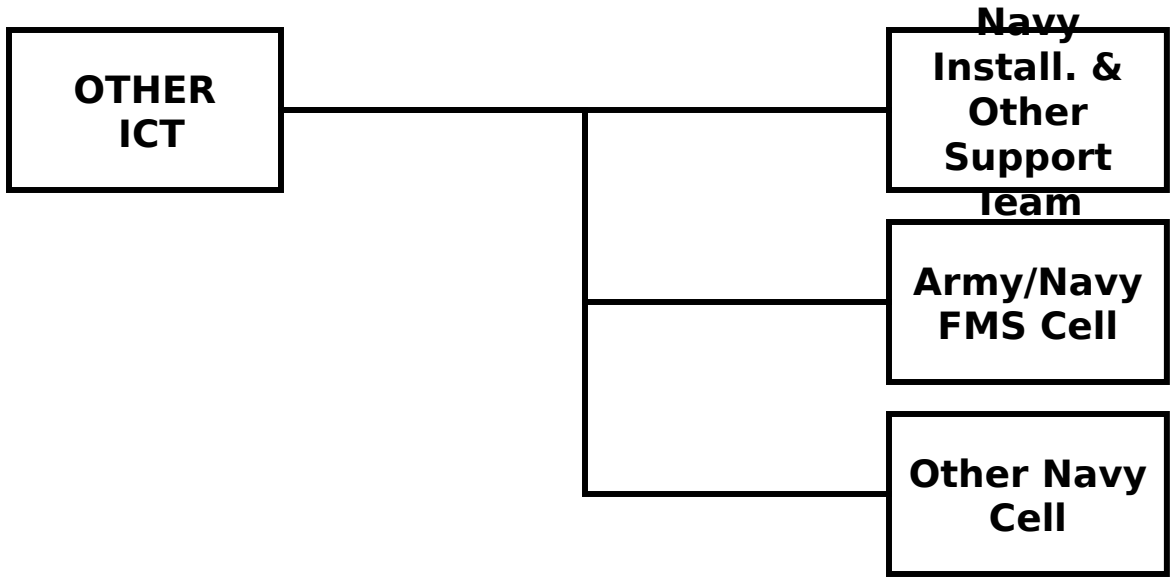
Individual organizations may proceed at a more rapid pace than stated above

Current and Future CSR Roles



Maritime Transition

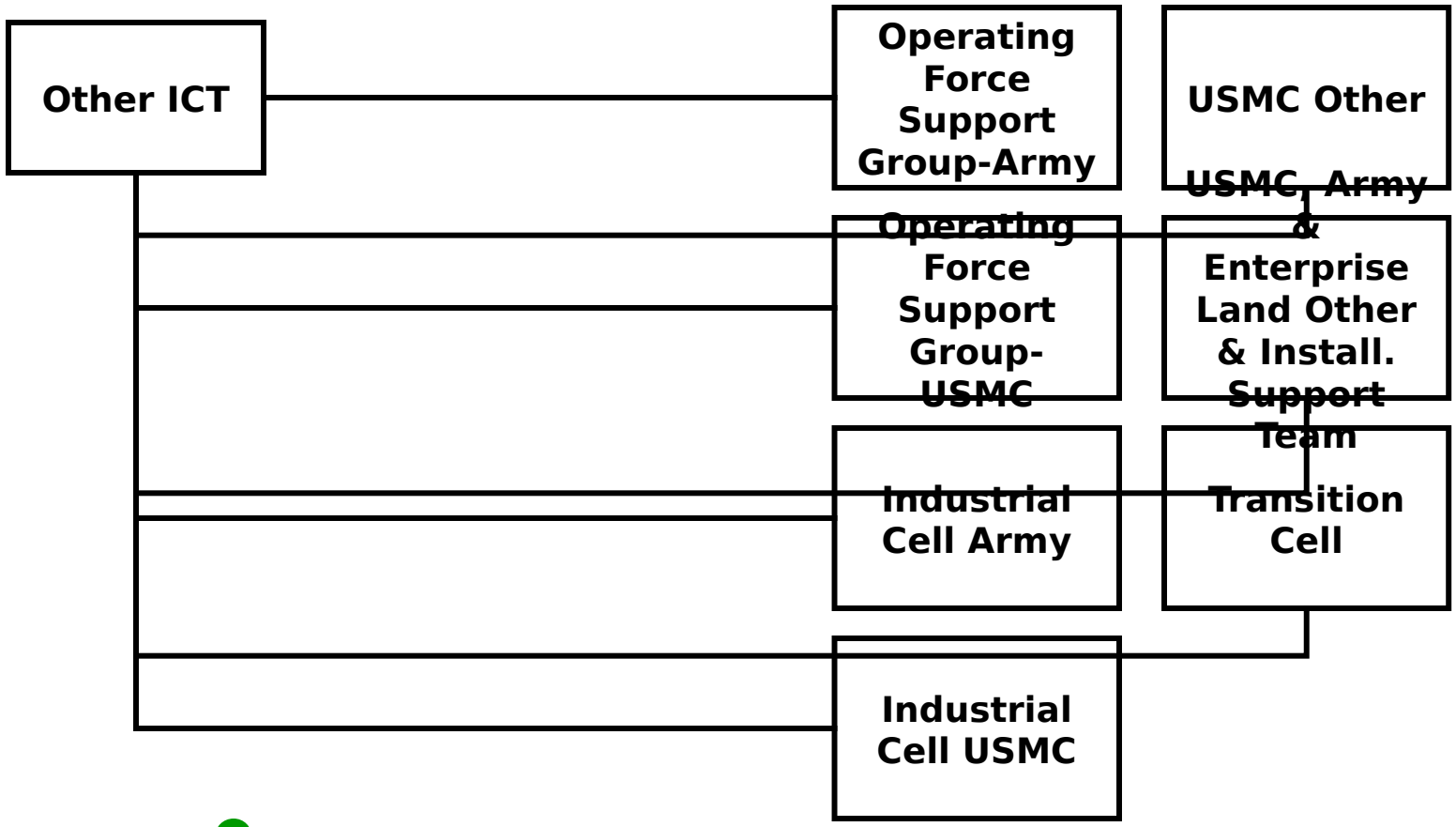
Concept Demo **R2.0 – August 2, 2004**



= PDM = CAS = Demand Planner

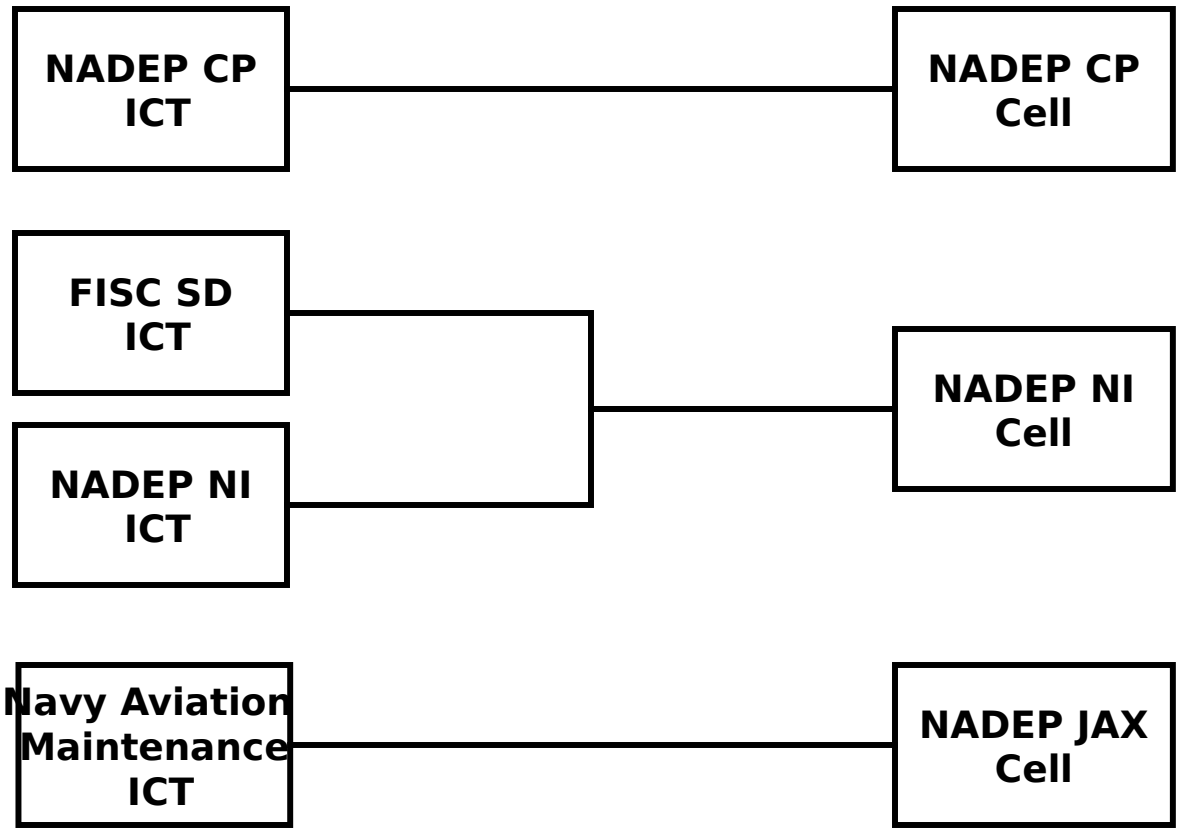
Maritime Transition

Concept Demo **R2.0 – August 2, 2004**



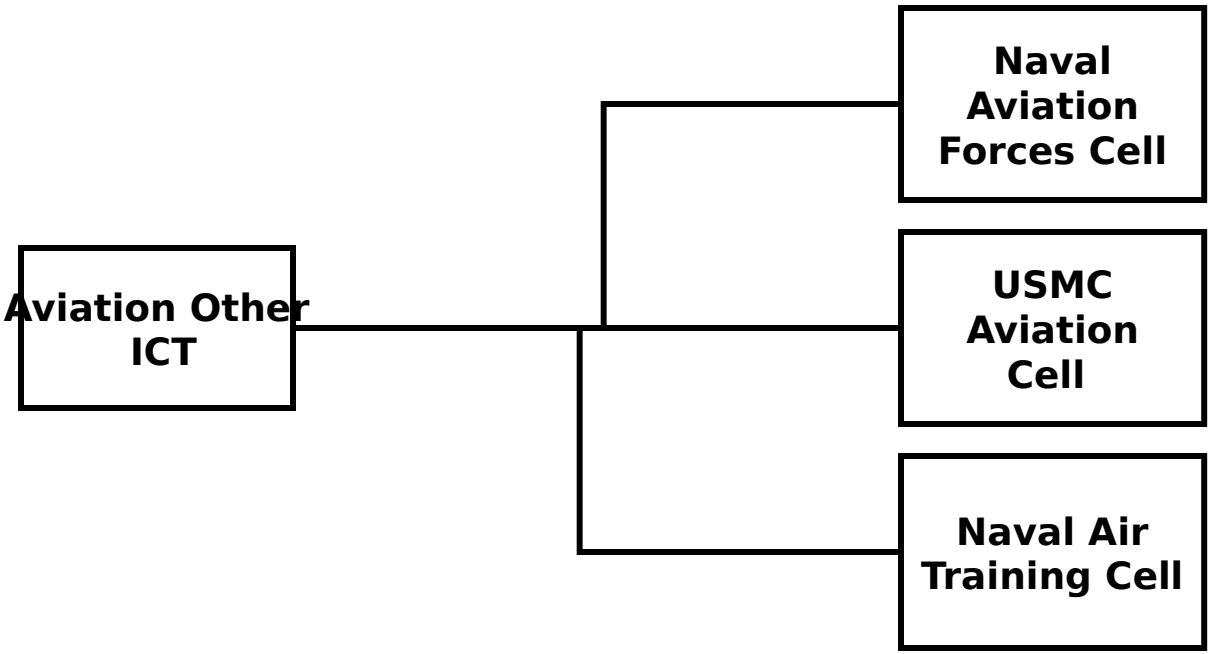
Aviation Transition

Concept Demo **R2.0 – August 2, 2004**



Aviation Transition

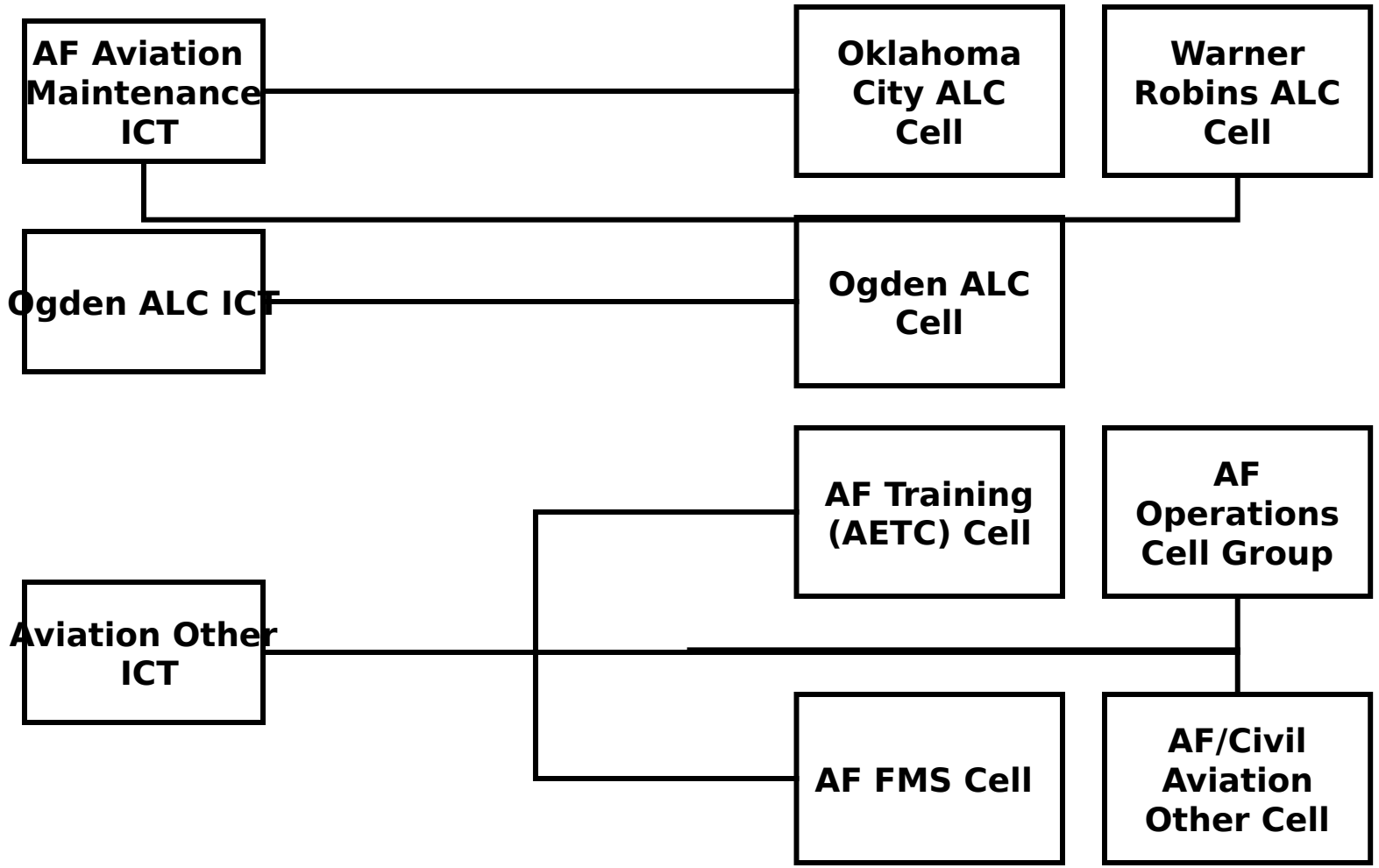
Concept Demo **R2.0 – August 2, 2004**



= PDM = CAS = Demand Planner

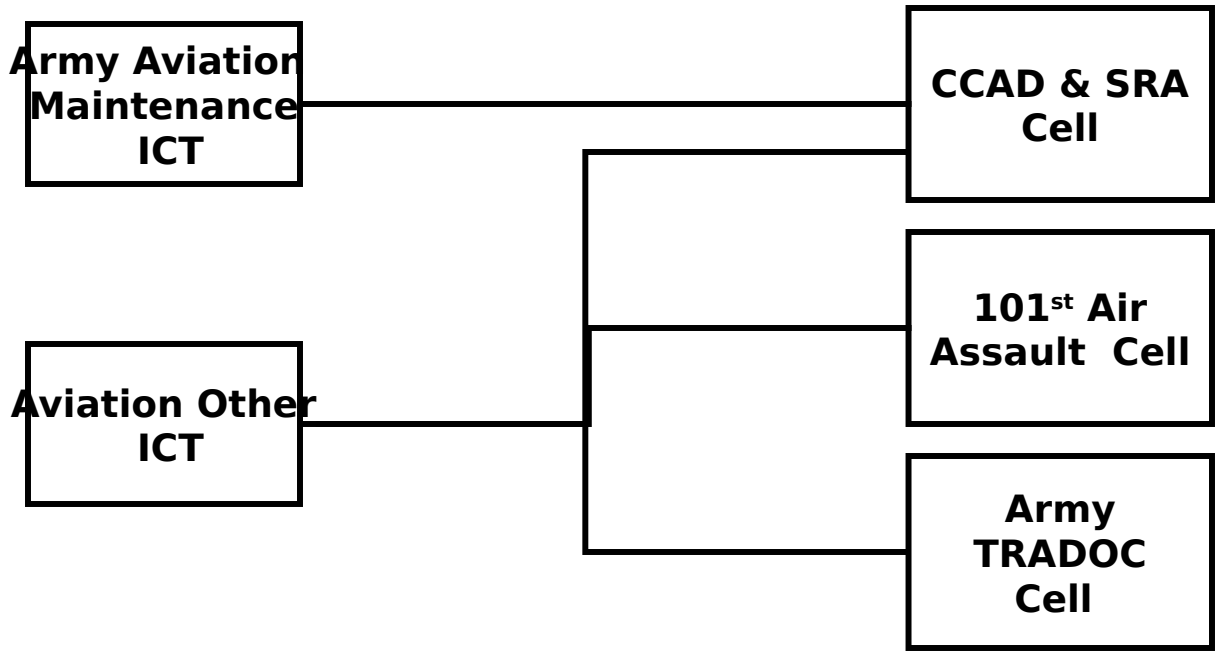
Aviation Transition

Concept Demo **R2.0 – August 2, 2004**



Aviation Transition

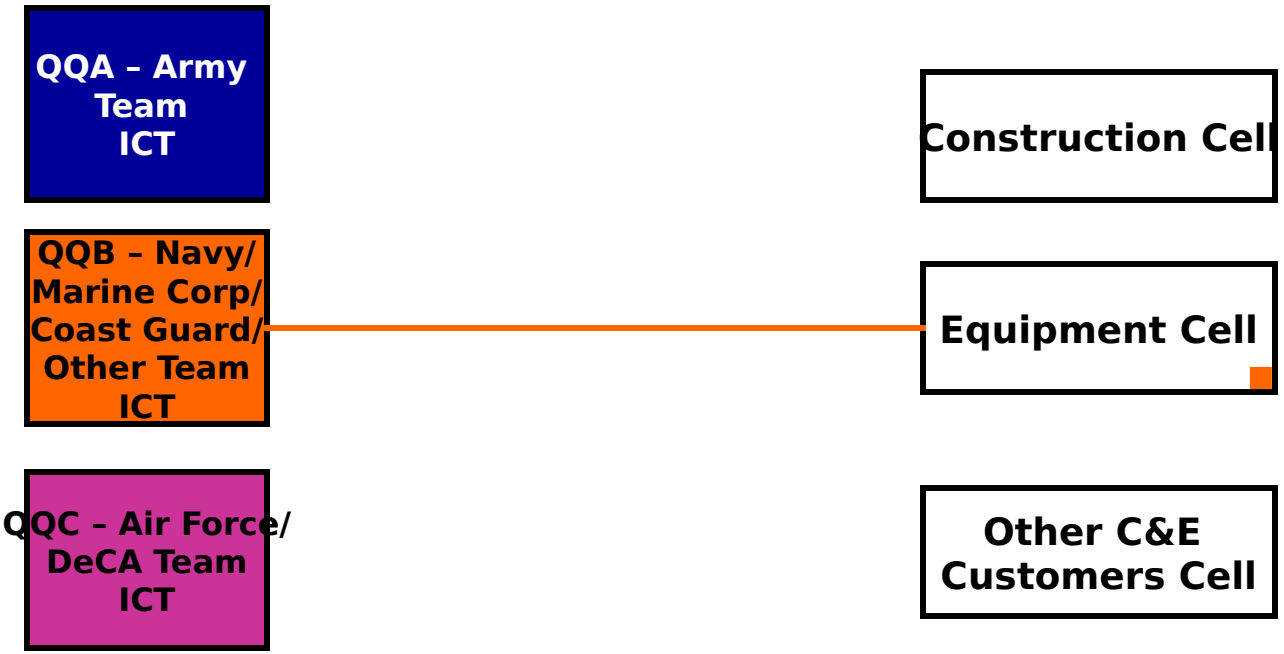
Concept Demo **R2.0 – August 2, 2004**



= PDM = CAS = Demand Planner

Construction & Equipment Transition

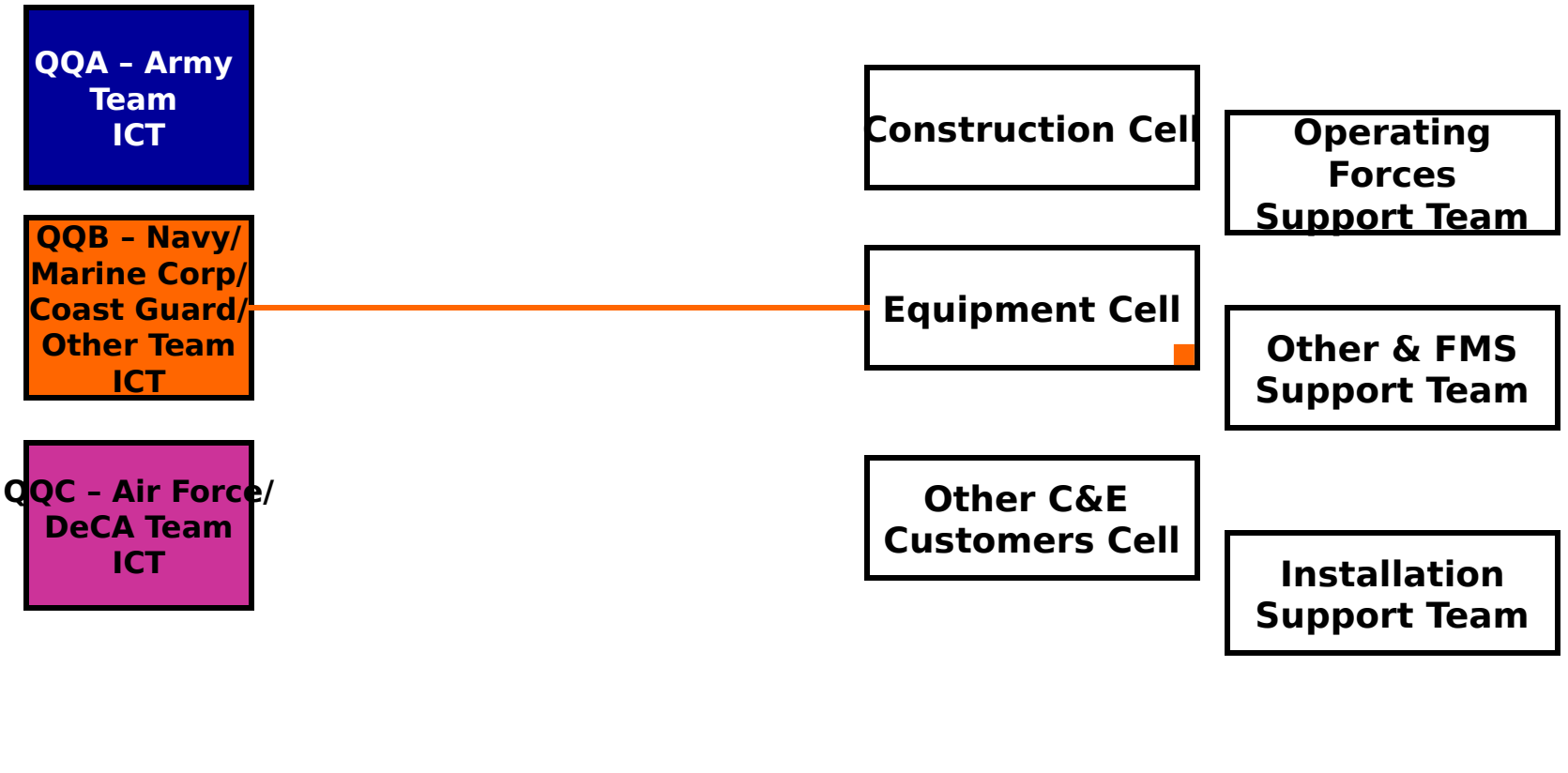
Concept Demo **R2.0 – August 2, 2004**


QQA – Army Team ICT
QQB – Navy/ Marine Corp/ Coast Guard/ Other Team ICT
QQC – Air Force/ DeCA Team ICT
Construction Cell
Equipment Cell
Other C&E Customers Cell

= PDM = CAS = Demand Planner

Construction & Equipment Transition

Concept Demo **R2.0 – August 2, 2004**

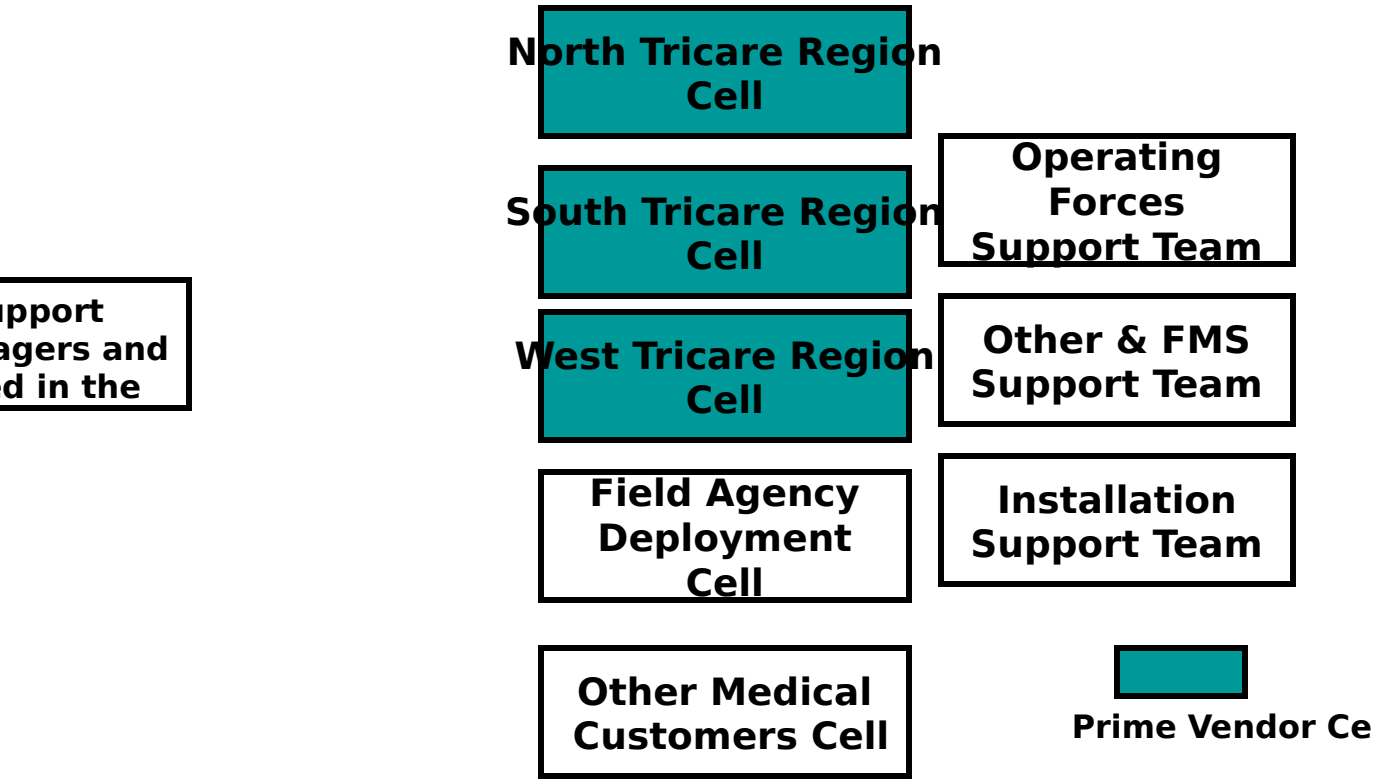

QQA – Army Team ICT
QQB – Navy/ Marine Corp/ Coast Guard/ Other Team ICT
QQC – Air Force/ DeCA Team ICT
Construction Cell
Equipment Cell
Other C&E Customers Cell
Operating Forces Support Team
Other & FMS Support Team
Installation Support Team
= PDM
= CAS
= Demand Planner

Medical Transition

Concept Demo

R2.0 – August 2, 2004

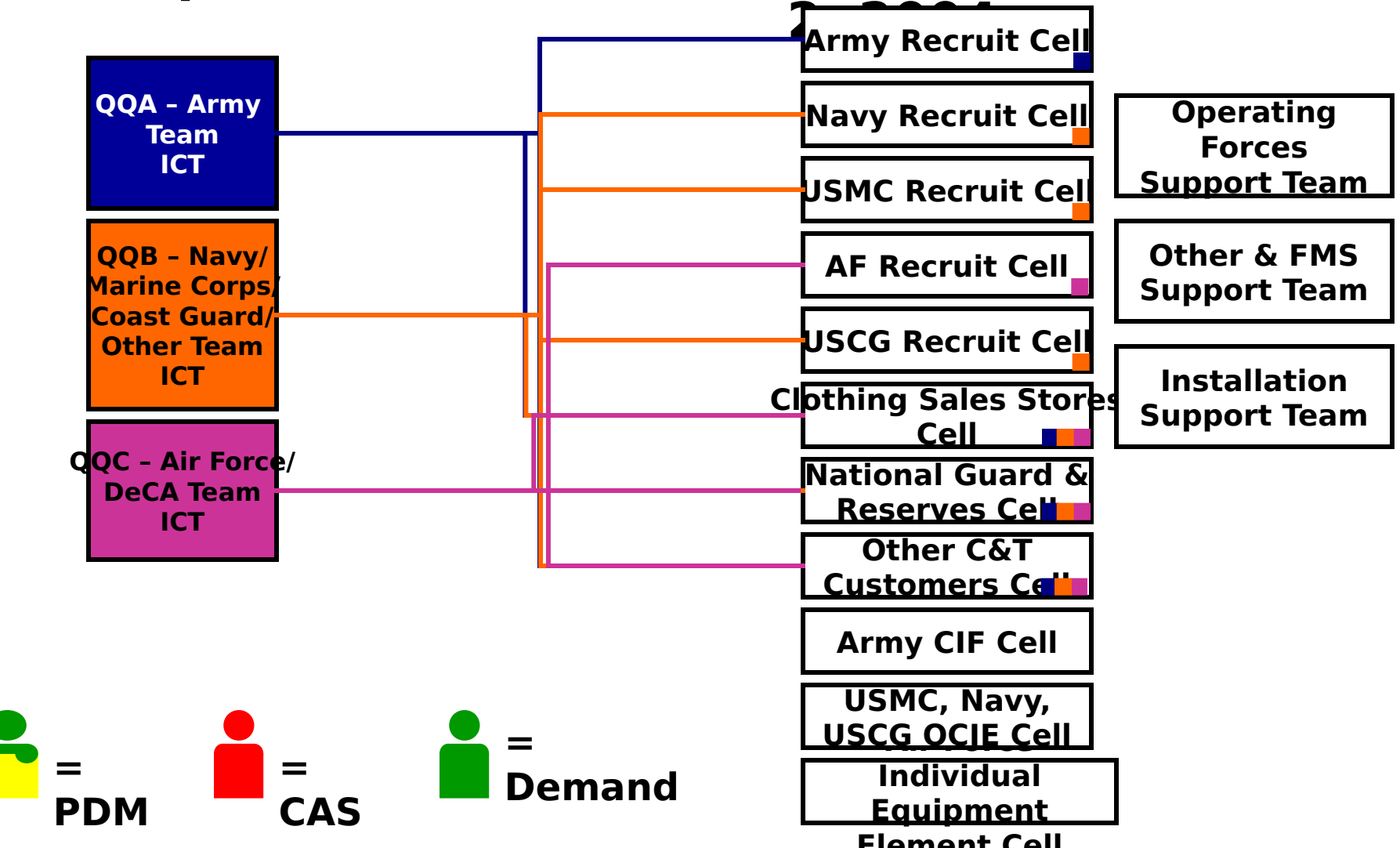
Prime Vendor Customer Support provided by the Case Managers and Contracting Officers located in the Medical Supply Chain.



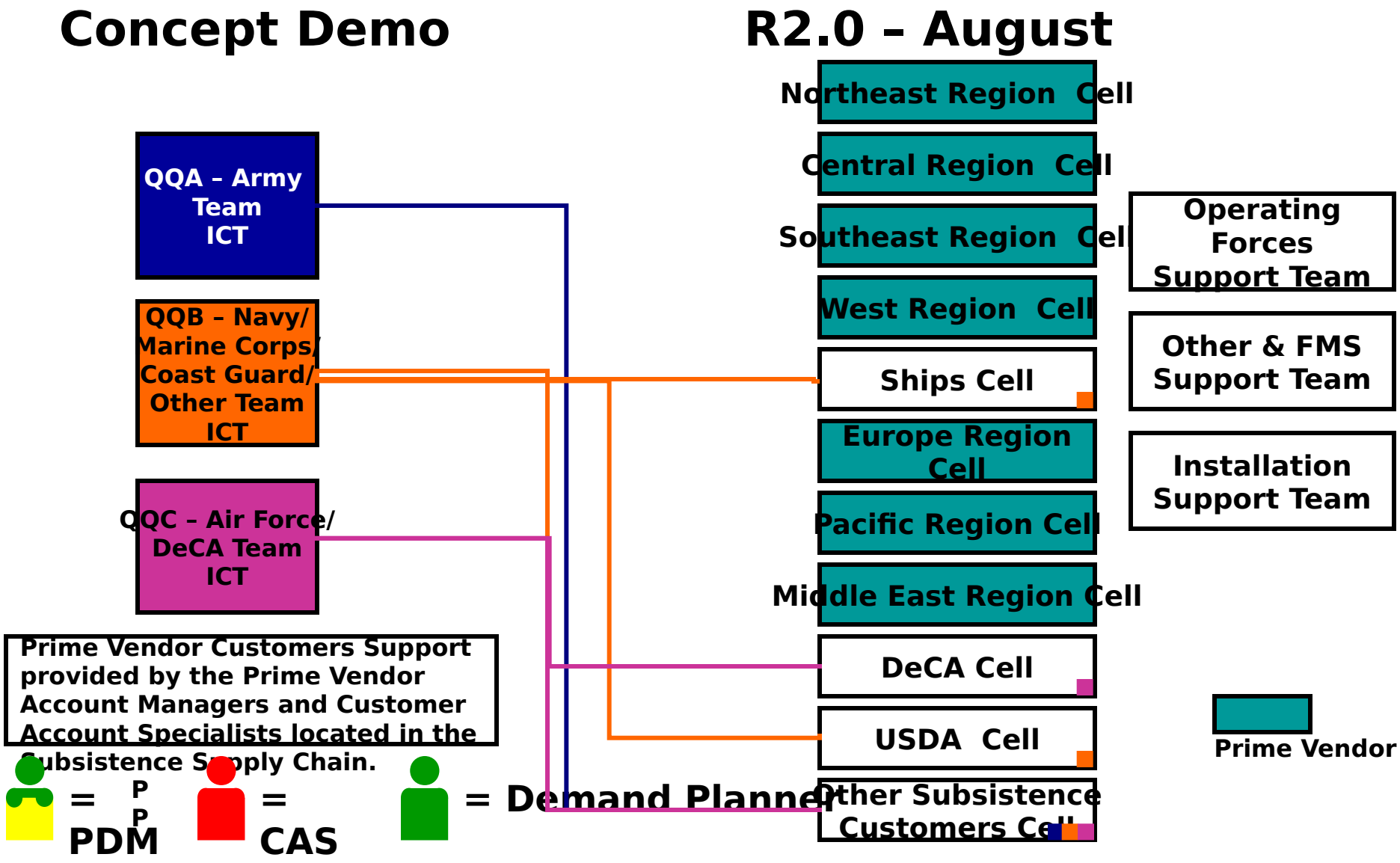
Clothing & Textiles Transition

Concept Demo

R2.0 – August

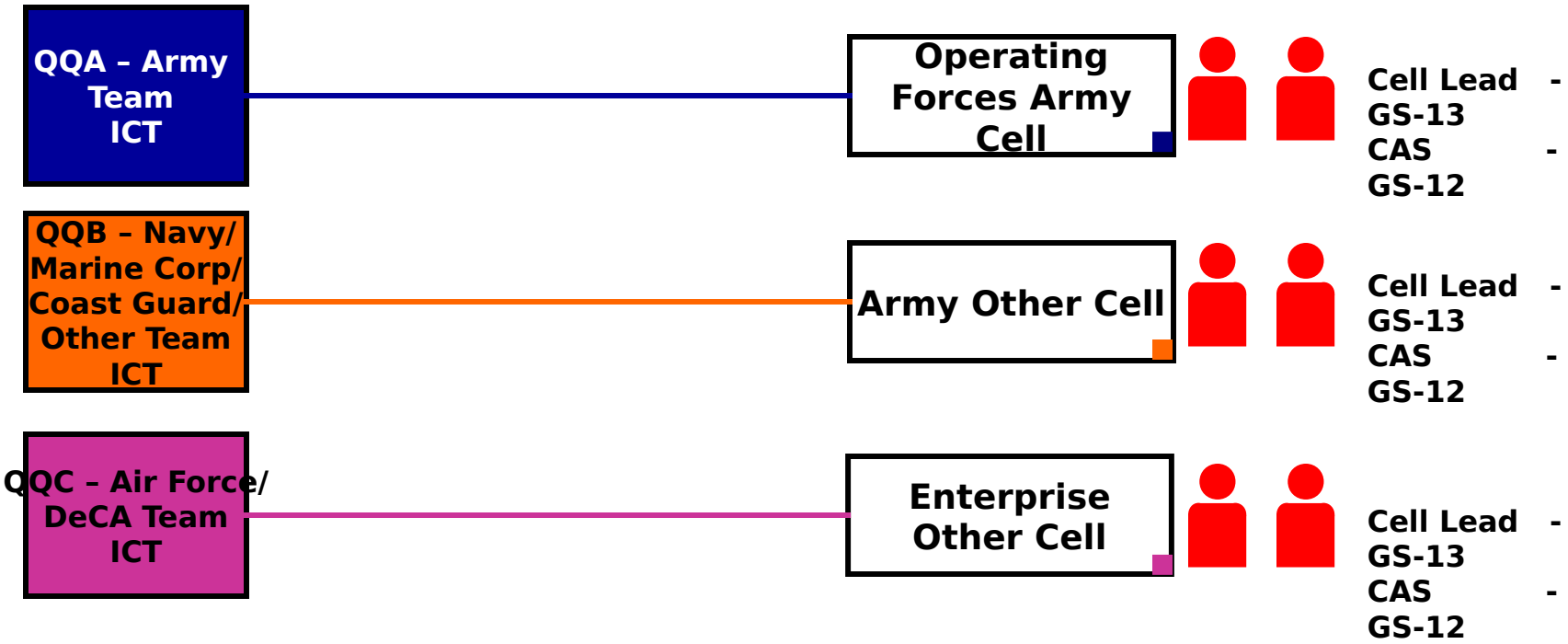

QQA – Army Team ICT
QQB – Navy/ Marine Corps/ Coast Guard/ Other Team ICT
QQC – Air Force/ DeCA Team ICT
Army Recruit Cell
Navy Recruit Cell
USMC Recruit Cell
AF Recruit Cell
USCG Recruit Cell
Clothing Sales Stores Cell
National Guard & Reserves Cell
Other C&T Customers Cell
Army CIF Cell
USMC, Navy, USCG OCIE Cell
Individual Equipment Element Cell
Operating Forces Support Team
Other & FMS Support Team
Installation Support Team
= PDM
= CAS
= Demand

Subsistence Transition

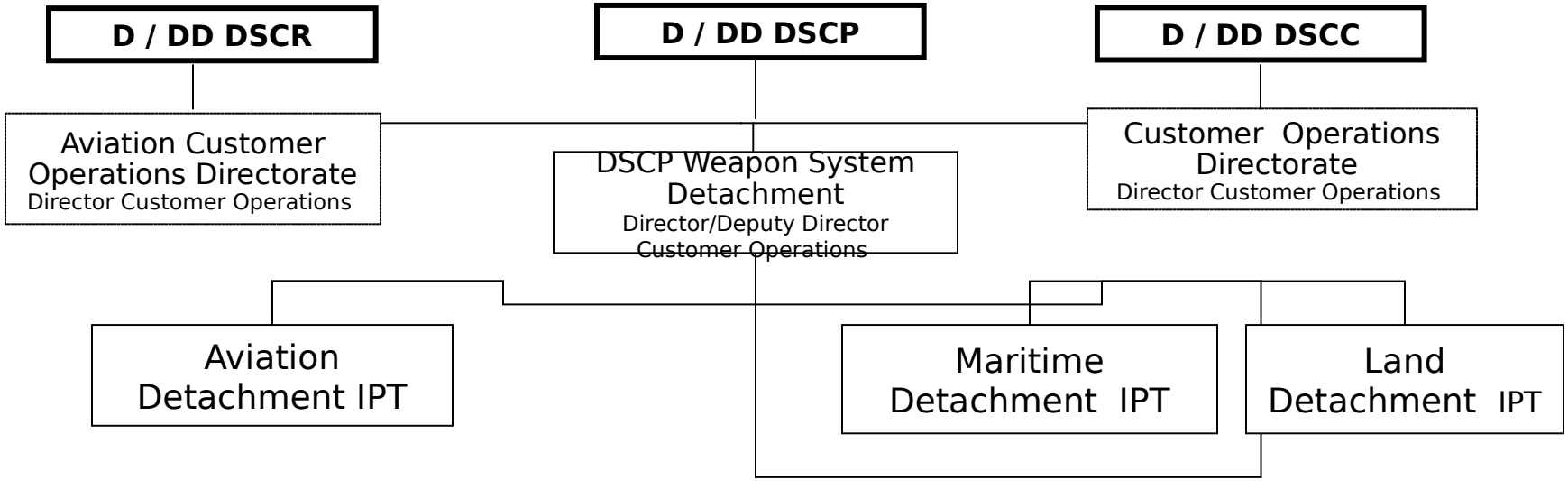

Concept Demo
R2.0 – August
QQA – Army Team ICT
QQB – Navy/ Marine Corps/ Coast Guard/ Other Team ICT
QQC – Air Force/ DeCA Team ICT
Prime Vendor Customers Support provided by the Prime Vendor Account Managers and Customer Account Specialists located in the Subsistence Supply Chain.
Northeast Region Cell
Central Region Cell
Southeast Region Cell
West Region Cell
Ships Cell
Europe Region Cell
Pacific Region Cell
Middle East Region Cell
DeCA Cell
USDA Cell
Other Subsistence Customers Cell
Operating Forces Support Team
Other & FMS Support Team
Installation Support Team
Prime Vendor C
= PDM
= PP
= CAS
= Demand Planner

Customer Operations – Transition

Concept Demo **R2.0 – August 2, 2004**


QQA – Army Team ICT
QQB – Navy/ Marine Corp/ Coast Guard/ Other Team ICT
QQC – Air Force/ DeCA Team ICT
Operating Forces Army Cell
Army Other Cell
Enterprise Other Cell
Cell Lead - GS-13
CAS - GS-12
Cell Lead - GS-13
CAS - GS-12
Cell Lead - GS-13
CAS - GS-12
= PDM
= CAS
= Demand Planner

DSCP Weapons System Detachments
Customer Operations Organization Design



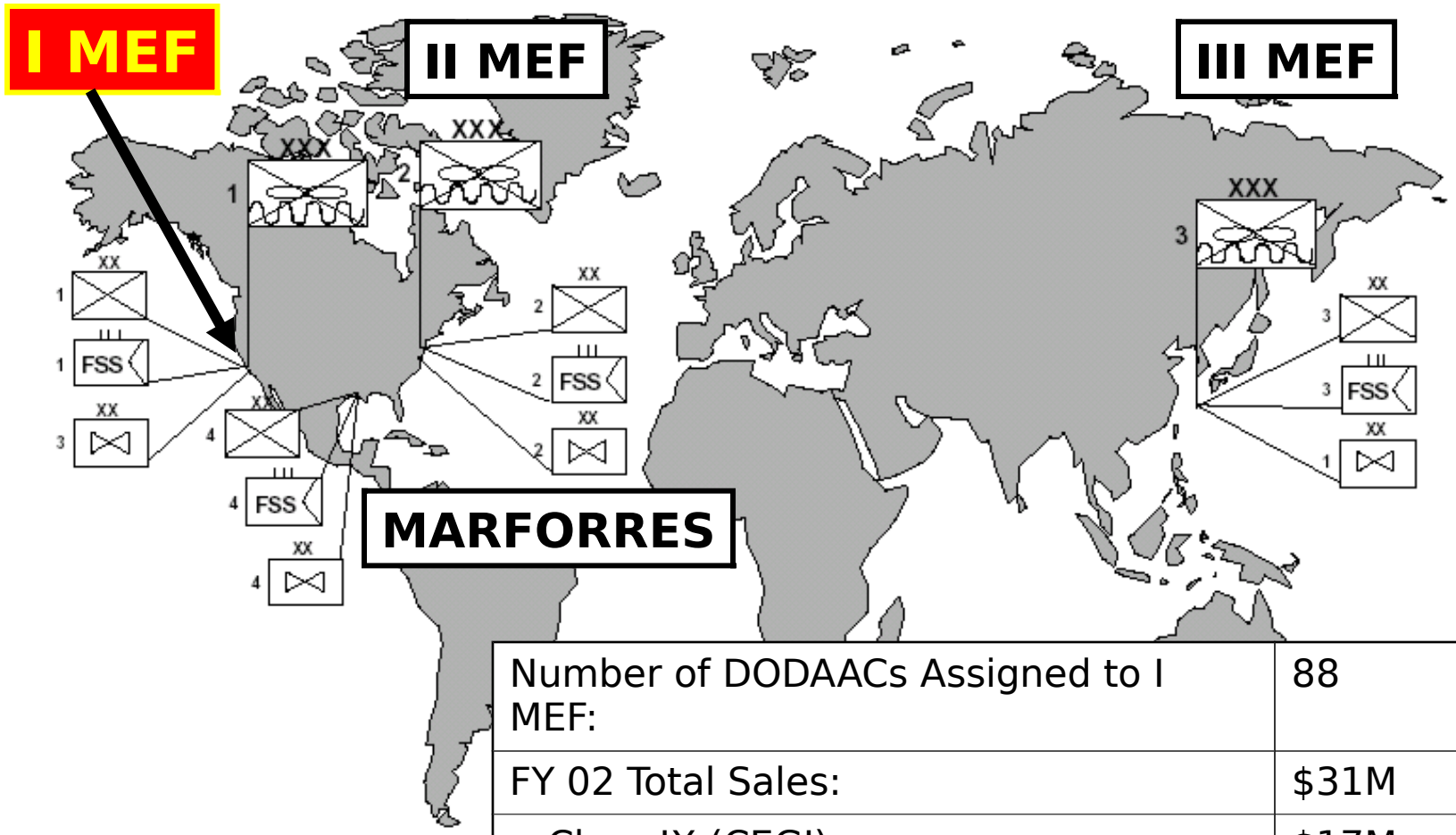
As of 9 March 2004

I Marine Expeditionary Force (MEF) Mission

- Commanded by a Lieutenant General.
- A MEF can be task organized to include one or more divisions as a Ground Combat Element, and has organic Aviation and Combat Service Support.
- There are three MEFs, strategically positioned for global coverage.
- I MEF is based in Southern California at Marine Corps Base Camp Pendleton.
- All MEFs are located near major naval bases and excellent air ports, ensuring the rapid deployment of Marine combat power worldwide.

On order, as a warfighting command, I MEF deploys and employs expeditionary ready, air-ground task forces in response to CINC/Component Commander taskings to operate in Joint/Combined Operations, to conduct complex contingencies and win in combat.

USMC Operating Force Cell Group
I MEF Profile



Number of DODAACs Assigned to I MEF:	88
FY 02 Total Sales:	$31M
- Class IX (CEGI)	$17M
- Non Class IX (MT & PV)	$14M
FY 02 Total Demands:	76,972

Operating Force Scenario Overview (Notional)

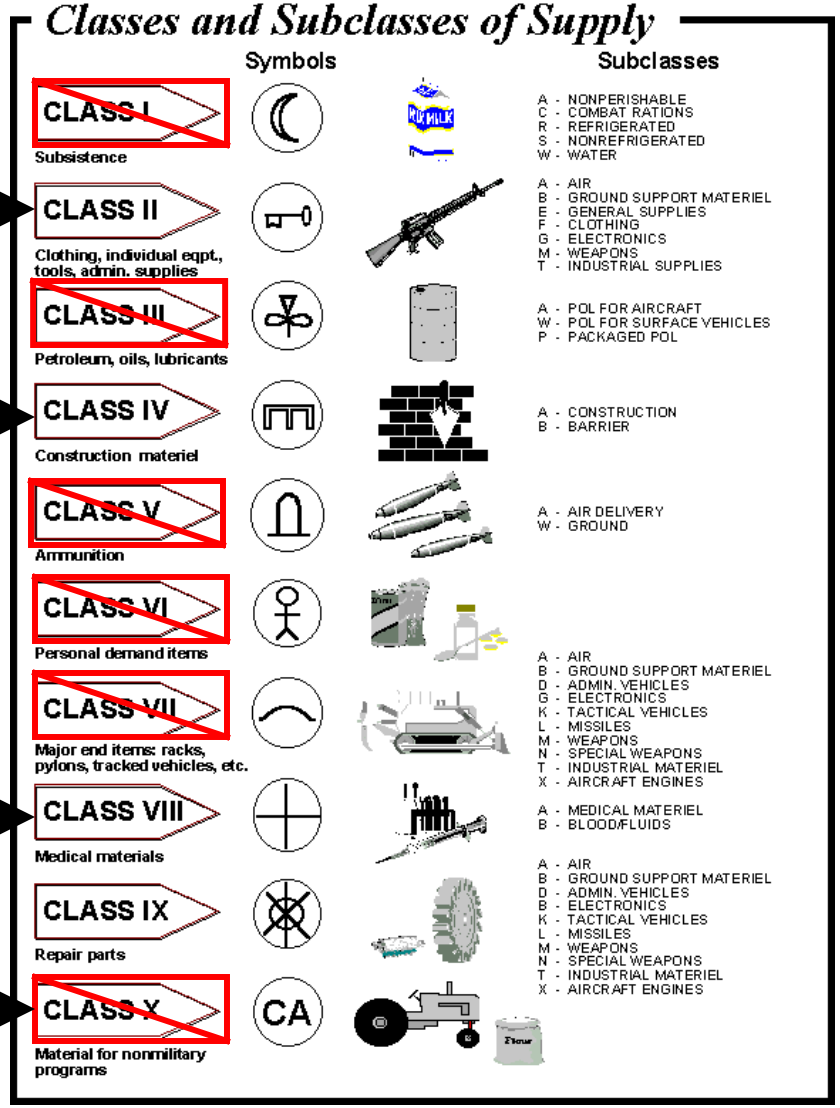
I MEF G-4 has support concerns as they prepare to deploy to SWA. Following a Pre-Deployment Meeting several Action Items were passed and determined top MEF priorities. Priorities include:

- **Force JSLIST Suit Shortages.**
- **Expedites and status on Critical Class IX Parts.**
- **Inquiry on Barrier Material for Force Protection.**
- **Shortages in (AMAL Medical Block) and Need for Medicine for Inoculation.**
- **Increased support for all Filters associated with MEF Principal End Items (PEIs).**

Classes of Supply

Scenario Focus:
Class II
Class IV
Class VIII
Class IX

Operating Forces requires broad supply-class support



Scenario Overview

These scenarios addresses the topics indicat

Process		Industrial	Installation	Operational
Order Fulfillment	Inquiry			Pre-Dep | Deployed X X
Order Fulfillment	Exception			X X
Demand Planning	Non-Collaborative			X X
Demand Planning	Collaborative			
Customer Outreach				

This scenario involves the following Customer Operations organizations:

DCST

DLA VCC or CSR

DLA SWA

DSCC Operating Forces USMC Cell

DSCP USMC OCIE Cell

Medical Deployment Cell

DSCP Facilities Maintenance and Seg. Supt. Cell

Operating Forces Scenario Pre-Deployment

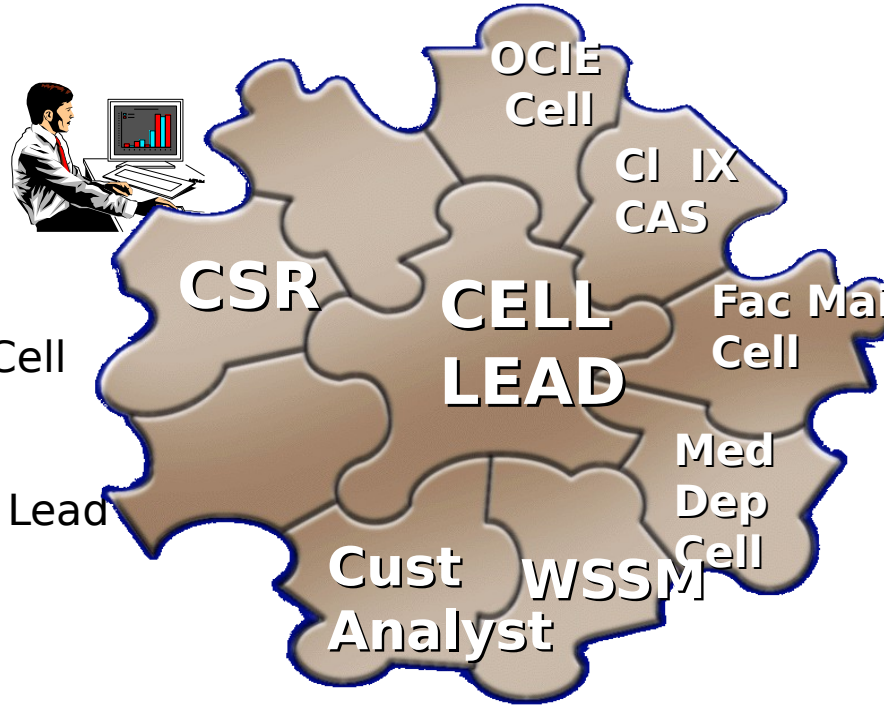
Customer (I MEF)

-Member of USMC Operating Forces Cell at DSCC
CSR participates in Pre-Deployment Meetings.
-**Customer contacts CSR**?
-Customer Contacts Cell?
-Customer Calls VCC?

USMC Operating Force Cell Lead

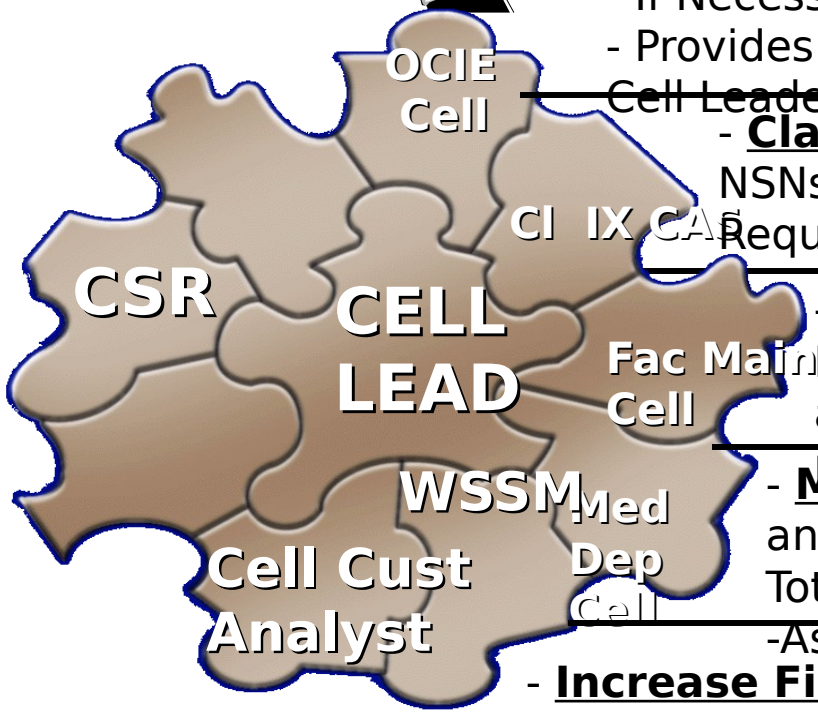
-CSR communicates to Cell Lead the urgency of expediting the MEFs Requests/priorities. Cell Lead creates MAGIC ticket.
- JSLIST suits
- Class IX Critical Items
- Barrier Material
- Medical Block Deficiencies
- Provides Equipment Density and request Ramp up on Filters/gaskets etc.

-Cell Lead Refers Class IX issues to CAS in Oper. Forces Cell supporting I MEF



✓Operational cells greatest need for matrix
✓Matrix POC

Operating Forces Scenario Pre-Deployment (Cont.)



- **JSLIST Issue**: DSCP OCIE Cell Reviews Priority of Issue and Stock Balance. Release Stock as Appropriate.
- If Necessary contacts Right Side for Decision.
- Provides Solution by updating SAP status and informing Cell Leader.

- **Class IX**: DSCC CAS Reviews Critical Class IX NSNs, Researches Status and Expedites as Required. Contacts Right Side as Necessary.

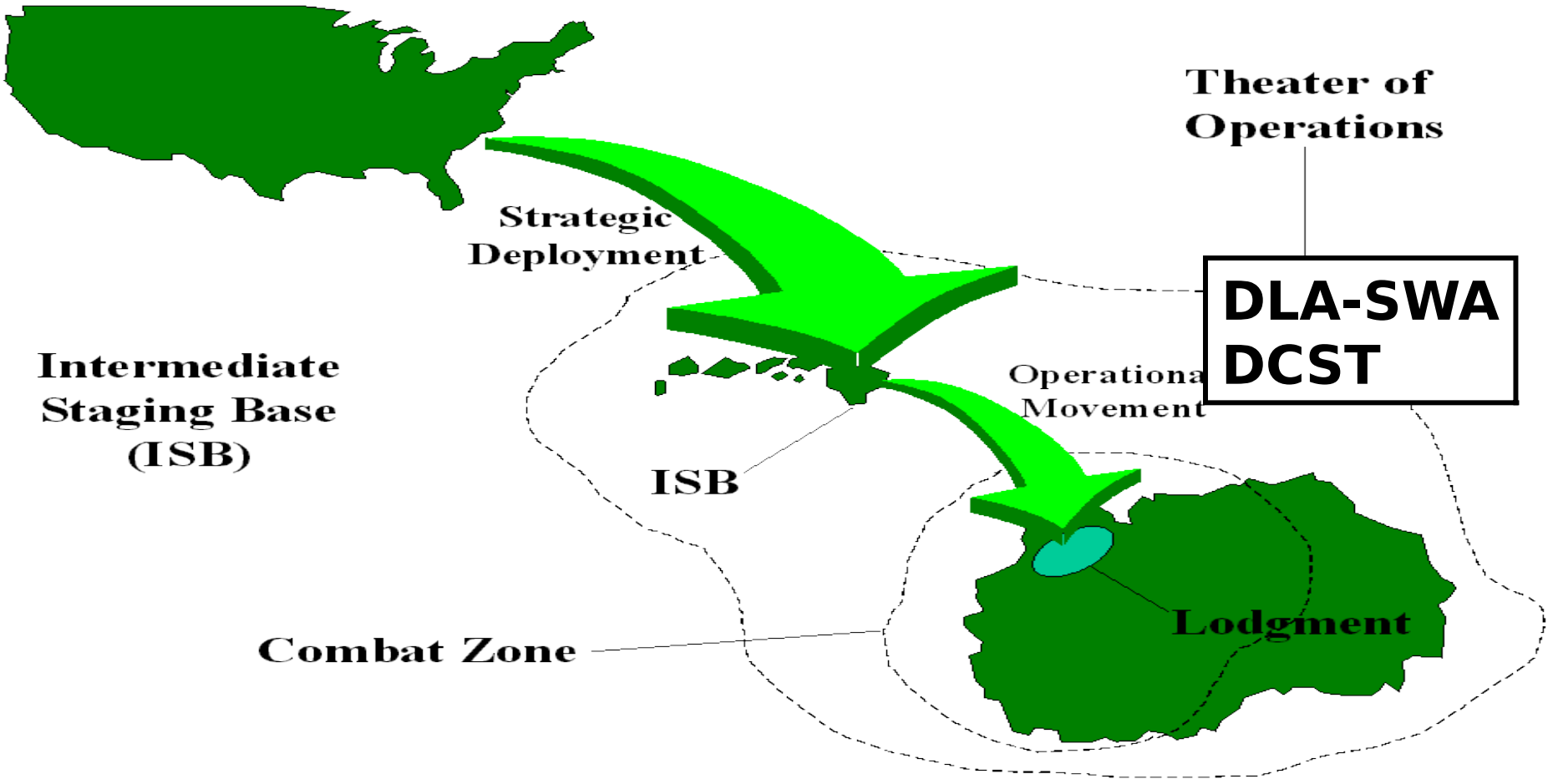
-**Barrier Material**: DSCP Fac Maint Cell Reviews Requirement. Barrier Equipment is available in AOR and unit is informed they can pick up on arrival.

- **Medical Items**: DSCP Med Cell Reviews Problem and Determines Potential For Expedite Based on Total Demands.
-As Necessary contacts Right Side?

- **Increase Filter Stock**: Customer Analyst @ DSCC pulls Weapon System Density and Collaborates with WSSM(s) to Complete Filter Analysis. Demand Planner places Type 5 override to Demand Plan.

Cell Lead Consolidates Results and Provides Status Back to Customer and Closes Out MAGIC

Operating Forces Scenario Deployment



Operating Forces Scenario Deployment (Cont.)

Customer (I MEF)

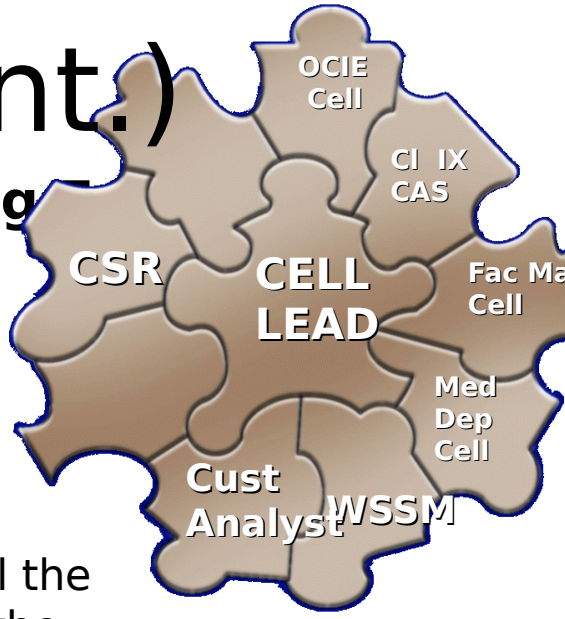
- CSR Deployed with MEF
-**FSSG (Customer) Contacts CSR**?
- Customer Contacts DCST?
- Customer Contacts Cell Lead?
- Customer Contacts Matrixed Cell?

New Players USMC Operating Cell Lead

DLA-SWA DCST

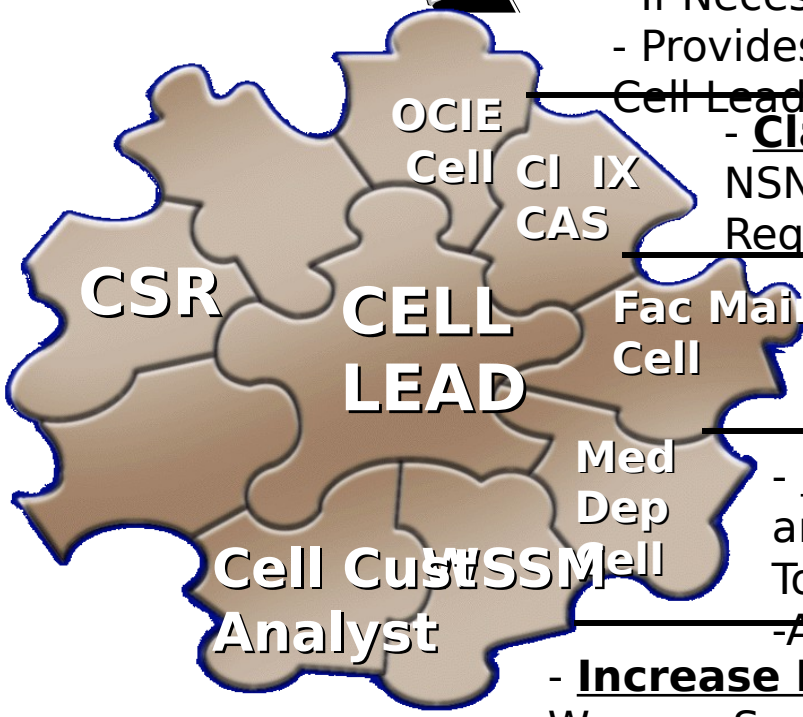
- Resolve any issues that they have the capability to resolve before passing to the Cell.

- Communicates to Cell the urgency of expediting the MEF's Requests:
  - JSLIST suits.
  - Class IX Critical Items
  - Barrier Material
  - Medical Block Deficiencies
  - Provides Equipment Density and request Ramp up on Filters/gaskets etc.
- Cell Lead Refers Class IX issues to CAS at in Oper



Operating Forces Scenario Deployment (Cont)

- **JSLIST Issue**: DSCP OCIE Cell Reviews Priority of Issue and Stock Balance. Release Stock as Appropriate.
- If Necessary contacts Right Side for Decision.
- Provides Solution by updating SAP status and informing Cell Leader.



- **Class IX**: DSCC CAS Reviews Critical Class IX NSNs, Researches Status and Expedites as Required. Contacts Right Side as Necessary.

- **Barrier Material**: DCST informs customer of location for pick-up in theater.

- **Medical Items**: DSCP Med Cell Reviews Problem and Determines Potential For Expedite Based on Total Demands.
-As Necessary contacts Right Side?

- **Increase Filter Stock**: Customer Analyst @ DSCC pulls Weapon System Density and Collaborates with WSSM(s) Completes Filter Analysis. Demand Planner places Type 5 override to Demand Plan

Cell Lead Consolidates Results and Provides Status Ba

Operating Forces Summary

- ✓**Operating Forces present biggest matrix challenge.**
- ✓**Cell provides support to customer in CONUS and while deployed.**
- ✓**DCST and deployed CSR reinforce and enhance cell support.**
- ✓**May be more than one cell from each Troop and General Supply Chain that supports any one Operating Force cell.**
- ✓**Requires tool to identify matrix support for cells.**
- ✓**The Cell Leader is the critical link to assess customer requirements, track deployments and determine matrix requirements.**
- ✓**Class IX CASs in cells can provide all Class IX support needed.**

OA: What It Is and Why You Do It

What it is:

- Alignment of processes, structure, capabilities, technology and rewards to achieve Agency goals. These components are interdependent and must be viewed in relation to one another.

You do it to achieve:

- Streamlined processes clearly tied to the vision
- A “change ready” culture with the ability to quickly and effectively integrate changes with minimal disruption
- Clearly defined accountabilities, roles and responsibilities
- Consistent-performance management processes that drive key organizational and individual competencies
- Improved communications
- Definition of decision-making authority across the organization
- Knowledge transfer of organization alignment concepts and application to the organization
- Training gap analysis and curriculum development that aligns with and develops key organizational and individual competencies

May 2003 Summit Guidance Included Segmentation - The CRM Cell IPT Point of Departure

To be refined by CRM ESP… will help shape cells beyond transactional

Cells provide Enterprise-level capabilities that cut across field activities

DLA Business and Customer Strategy Relationship

	Typical Units	Primary Business Strategy	Primary Activities Involved
Combatant Commanders	• The warfighting combatant commanders	Operational Excellence Customer Intimacy Partnerships	All ICPs DDC DLA-Europe DLA-Pacific DRMS
Deployable Operating Units	• Units that are attached to Combatant Commanders • Operational warfare and training units	Operational Excellence	All ICPs DDC DLA-Europe DLA-Pacific DRMS
Industrial	• Maintenance Depots	Operational Excellence Customer Intimacy	DRMS DSCC DSCP (Industrial) DSCR DDC
Installations	• Bases • Hospitals • Post, Camps, Stations • Training (Recruit) • AAFES/DECA	Operational Excellence	DAPS DESC DSCP
Other (FMS later broken out as segment)	• Foreign Military Sales • Civil Agencies	Both	DESC DSCC DSCP DSCR

CRM Cell Build Begins…

  - Concept endorsed at J-3 Summit May 14, 2003
- Enterprise CRM Cell IPT established
  - Used customer segmentation work done by LMI as departure point to start building cells
  - While understood to be needed for BSM design – initial efforts driven more from a CRM perspective, i.e., create cells around most important customers
- Supply Chain Owners, DLA-E and DLA-P representatives proposed initial cells
  - Initial design at lowest level but “rolled up” over time

CRM Cell Build Merges with BSM IPT…

- Cell Build Effort merged with BSM Organizational Alignment effort resulting in some new direction/focus:
  - Then-J-34 designated Sub-Team lead of Organization IPT
  - Stood up in July 03
  - Supplier Operations Team conducted simultaneously but separately
  - Original CRM Cell IPT members participated as needed
  - Shift in focus -- BSM-centric – more transactional-oriented to prepare for FOC
  - Information needed for BSM design work, i.e. , workflow, cost centers, reporting hierarchy, etc., drove development

Approved Final Cells

- Oklahoma City ALC Cell
- Ogden ALC Cell
- Warner Robins ALC Cell
- AF Operations Cell Group
- AF Training (AETC) Cell
- AF FMS Cell
- AF/Civil Aviation Other Cell
- NADEP NI Cell
- NADEP Cherry Point Cell
- NADEP Jax Cell
- Naval Aviation Forces Cell
- Naval Air Training Cell
- USMC Aviation Cell
- CCAD and SRA Cell
- 101st Air Assault Cell
- Army TRADOC Cell (Aviation)
- Operating Force Cell Group – USMC
- Industrial Cell Group – Army
- Industrial Cell Group - USMC
- USMC Other Cell
- Transition Cell
- Attack Submarine Cell Group Operational
- Trident Submarine Cell Group
- Ship Maintenance Cell Group Industrial
- Surface Cell Group Operational
- Army/Navy FMS Cell
- Other Navy Cell
- Construction Cell
- Equipment Cell
- Other C&E Customers Cell
- Army Recruit Cell
- Navy Recruit Cell
- USMC Recruit Cell
- AF Recruit ell
- USCG Recruit Cell
- Clothing Sales Stores Cell
- National Guard and Reserves Cell
- Army CIF Cell
- USMC, Navy, USCG OCIE Cell
- Air Force Individual Equipment Element Cell
- Other C&T Customers Cell
- North Tricare Region Cell
- South Tricare Region cell
- West Tricare Region Cell
- Field Agency/Deployment Cell
- Other Medical Customers Cell
- Northeast Region Cell
- Central Region Cell
- Southeast Region Cell
- West Region Cell
- Ships Cell
- Europe Region Cell
- Pacific Region Cell
- Middle East Cell
- DECA Cell
- USDA Cell
- Other Subsistence Customers Cell
- Operating Forces Army Cell
- Army Other Cell
- Enterprise Other Cell

The Evolving Customer Face at DLA

These tenets guided BSM OA

- Keep customer operations focus separate from supplier operations focus
- Show “one face” for whole Agency to key customers rather than ICTs by supply chain
- Embed CAS (and PVBLS as needed) and collaborative demand planning in CRM cell
  - Greatest concerns about complexity of BSM design work required to effect proposed cells and about risk of employing Universal CAS
- Focus on demand planning by customer AND by item
  - Create Item Planning Teams Aligned With Integrated Supplier Teams
- Maintain Virtual Contact Center (VCC)
- Establish one Director, Customer Operations for each supply chain (Different from Release 1)
- Team determined a Universal Class IX CAS in CRM cell was operable
  - Issue of employing an “Universal CAS” was long-debated: how much customer knowledge versus supply chain unique knowledge
  - Decision of leadership is trial run in certain cells, test, determine if concept can be expanded
  - Universal CAS now in all industrial segment cells and in all installation cells with more than 80 percent in a given supply chain
  - Matrix CAS remains in Operating Forces cells, in Other Installation Cells per supply chain, in “Other” Cells throughout, including Enterprise Other, and in FMS Cells